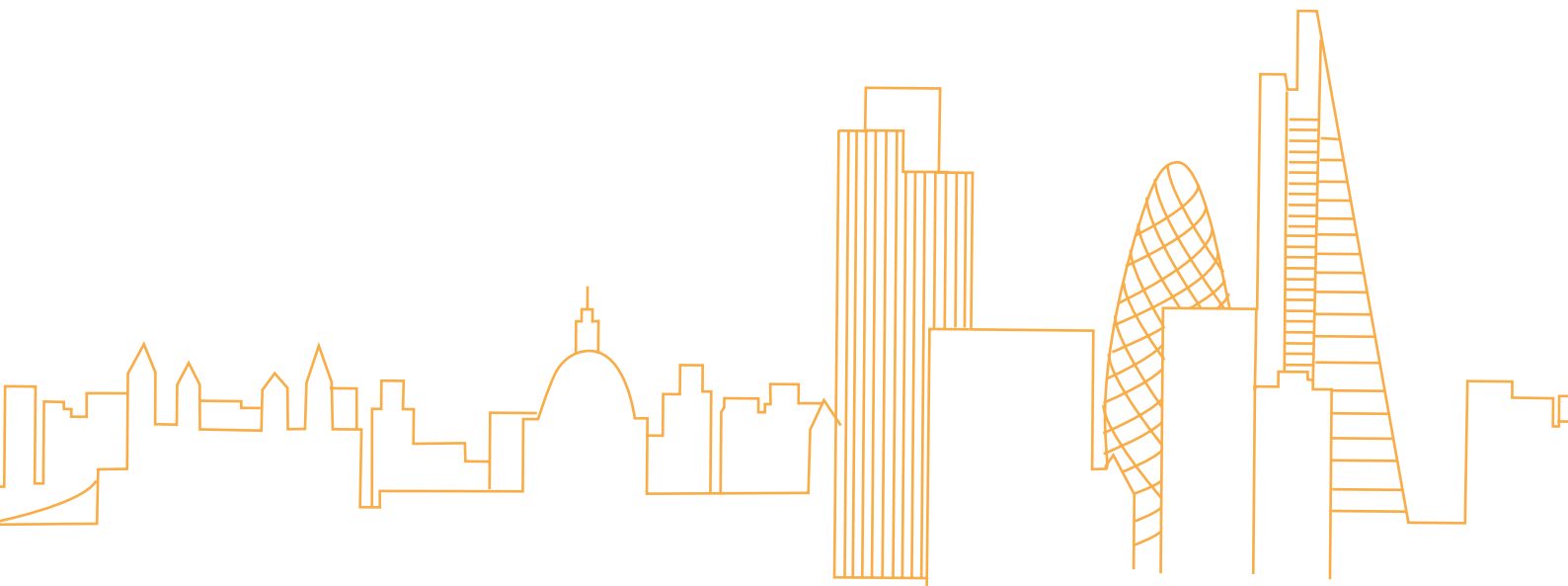


Corporate & Financial Awards 2019



Contents



Corporate communications has never been more important. Never before have so many groups of stakeholders had access to corporate information or the ability to influence that company's brand. The Corporate & Financial Awards celebrates excellence in all aspects of City communication.

Protecting companies in times of crisis, communicating corporate messaging to investors and shareholders and developing a strong relationship with the media require skill, strategic thought and creative processes. Excellence in these areas of communications is exemplified by the winners here tonight.

The 'Best annual report of the year' award goes to Coca-Cola HBC this year as judges recognised the expert integration of business strategy, sustainability storytelling and engaging design, making the report a showpiece in best practice. Ageas takes home the 'Best in-house team of the year' award for its strategic advice during a period of business transformation and Bladonmore nabs the 'Best PR consultancy of the year' prize after a year of improvements and updates to the business' operations and structure.

Congratulations to these and all of the winners at the 2019 Corporate & Financial Awards!

Brittany Golob
Publishing editor, Communicate magazine



Here's to our bright sparks

We are proud that our communications team has been nominated for the best in-house corporate & financial communications team at the Communicate magazine Corporate & Financial Awards.



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Judges



Danny Calogero
Board director
Lansons

Danny is a board director and financial services specialist. With a particular focus on the investment management industry, Danny has over a decade of experience advising companies on marketing strategy, communications and branding. Danny's experience spans institutional, wholesale and retail markets and includes work for some of the world's most recognisable financial services brands, including Willis Towers Watson, UBS Wealth Management and BlackRock.



Jarrad Comley
Executive creative director
MerchantCantos

Jarrad leads MerchantCantos' global creative offer, with responsibility for brand and digital design. His career has spanned consumer and corporate branding, with a focus on bringing business messaging to life. Beginning at a digital startup in the 1990s before moving into corporate communications, he has a different approach to understanding how creativity and technology can influence brands. At MerchantCantos, he has created award-winning campaigns, brands and corporate collateral.



Gary Davies
CEO
Investor Relations Society

Gary has been CEO of the Investor Relations Society since July 2018. Prior to this, he had a 30-year career at GSK working across corporate communications, product communications and investor relations. He was director of investor relations at GSK for 10 years. He holds an MBA, has achieved the certificate in investor relations from the IR Society and, in 2017, became the first graduate of the society's diploma in investor relations. Prior to becoming CEO, Gary was a member of the society's education and examinations committees.

Judges



Jesse Karjalainen
Corporate communications manager
SCISYS plc

Jesse is the corporate communications manager at SCISYS plc, a software and IT-solutions company serving the media and broadcasting, commercial, defence and space industries. He joined the AIM-listed group in 2015 after a decade of international roles in journalism, publishing, editorial, design and marketing. He has a BA in journalism, a Master's in marketing communications and is a member of the CIPR. Jesse hails from Scandinavia and speaks two languages fluently, but grew up in Australia. He is also the published author on English grammar and language.



Colin Mayes
Head of UK PR
Aon

Colin is director of PR for UK & Ireland at Aon. He joined the organisation in 2002 after leading media relations in Europe for real estate consultants Cushman & Wakefield. Prior to this, he worked at PwC and the London Stock Exchange in both media relations and corporate communications roles, having gained his initial experience in consultancies including Good Relations. He is a graduate of Queen Mary, University of London and is a member of the CIPR.



Susan McKenzie
Head of CEO comms
Deloitte

Susan is head of CEO communications at Deloitte in the UK. She is responsible for managing internal and external leadership communications and strategy. In her previous role at Deloitte, Susan led the production of the Impact Report – the firm's annual report demonstrating its impact on clients, people and society. She works with Deloitte's PR, internal communications and corporate marketing teams to align corporate messages and strategy. Susan previously worked in event-driven equity sales and is a former newswire journalist.



Gavin Haycock
Head of communications
10X Banking

As head of communications at 10x Future Technologies, Gavin leads external and internal communications. Gavin joined 10x in 2017 after nearly two years with online payments business Paysafe where he worked as SVP of corporate communications. Before that, he spent five years with payments technology business Monitise as head of communications and brand, and three years with AOL amid its separation from Time Warner and global rebrand, leading UK and then European corporate communications. Before his move into business communications, Gavin was a journalist and editor, working with Reuters and Dow Jones.



Holly Gillis
Head of investor relations
The Go Ahead Group

Holly is head of investor relations at the Go-Ahead Group plc. She has 14 years of experience in finance and investor relations roles in the UK public transport sector. Holly believes transparent corporate reporting is the cornerstone of good IR and is committed to continually improving the quality of reporting. Holly is an ACCA qualified accountant and has a BSc in psychology.



Anna Howard
Head of corporate communications
Paysafe

Anna joined global payments provider Paysafe as head of corporate communications in 2016. The FTSE 250 company was privatised in December 2017 following its acquisition by CVC and Blackstone. Previously, Anna was vice president of communications at AIM-listed mobile money technology company Monitise, responsible for internal and external communications globally. Before moving in house, Anna spent a number of years in consultancies, including Weber Shandwick and Lewis PR.



Martha McKenzie-Minifie
Head of corporate communications
ING UK

Martha is ING UK's head of corporate communications. Her experience in marketing and communications includes almost 10 years as a journalist before joining ING in 2009. Martha has been a spokesperson on consumer economics for several years and appeared live on broadcast news during that time. She has led the UK communications team since 2016. Martha sits on the board of Women in Banking and Finance as head of marketing and communications. Martha holds a Master's in journalism from the University of Queensland and an advanced certificate in PR from the CIPR.



Stephen Nightingale
Director of investor relations
Britvic

Having qualified as a chartered management accountant, Stephen's career has included commercial finance roles at P&O, Lloyds TSB and Cleanaway before joining Britvic. In 2008, he joined the Britvic IR function, becoming IR director in 2014. His IR career has covered the range of events that any company is likely to face. In the early years the company faced several profit warnings, a product recall and an aborted merger. In 2013, a new CEO has seen a significantly improved performance with three acquisitions and an equity raise added to the CV.



Simon O'Brien
Corporate communications consultant
Vesuvius plc

Simon has worked in corporate communications for over 15 years, both in-house and agency side, and across a range of sectors from manufacturing, to oil and gas and food and drink. Currently, he is providing communications advice at Vesuvius plc, the global molten metal engineering company. Prior to that, he was at Coats Group plc for eight years, with responsibility for its corporate brand and online strategy.

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Corporate & financial awards

Judges



Mark O'Sullivan
Head of corporate reporting
PwC

Mark leads PwC's corporate reporting and governance team in the UK. He has over a decade of experience in advising organisations on current and best practices in reporting, the effectiveness of their corporate reporting and the implementation of new reporting strategies in order to meet the needs of the capital markets and the increasing regulation around corporate reporting. Mark sits on the ICAS corporate reporting committee and on the committees and councils of other industry bodies.



Sergii Pershyn
Senior advisor
EM

Sergii is senior advisor at EM, the independent financial PR and investor relations agency for clients from emerging markets. Sergii moved to New York from Moscow in 2016 to co-launch the firm's North American practice. Sergii advises a range of international clients on media and investor relations, with a focus on the consumer, transportation and industrial sectors. His experience includes developing and implementing national and cross-border PR strategies, establishing and raising corporate media profiles, providing communications support for IPOs and M&As, and crisis communications.



Alice Revels
Head of corporate reporting
BP

Alice joined BP last year and heads up their corporate reporting function, ensuring BP responds to current reporting requirements and best practice developments. She has a background in responsible business, investor engagement on ESG issues and sustainability reporting, having worked at Lloyds Banking Group previously. Alice has a BA honours in Marketing.



Madeleine Szeluch
Head of investor relations
Department for Business, Energy
and Industrial Strategy

Madeleine is head of investor relations at the Department for Business, Energy and Industrial Strategy. Madeleine leads on global stakeholder engagement, inward investment initiatives and market confidence, and contributes to low carbon energy policy development. She has over 14 years of experience in investor relations, capital markets and strategic advisory. Before joining the UK government, Madeleine worked with institutional investors on due diligence assessments of suitable investment projects in the energy and industrial sectors.



Peter Timberlake
Head of communications
Financial Reporting Council

Peter has been head of communications at the Financial Reporting Council, the UK's regulator of accountants, auditors and actuaries, since 2013. He manages engagement with internal and external stakeholders in the UK and globally. Peter has over 30 years of experience of delivering communications in the financial services sector working with pensions, investment and insurance providers. Prior to joining the FRC Peter was head of public relations at Friends Life for four years and head of media relations for Standard Life for three years before that. His early career was spent managing communications at Legal & General.



Andrew Whyte
Director of communications
Financial Conduct Authority

A former vice-president of the National Union of Students, Andrew started his career in the mid-1980s in campaigning roles in civic society organisations, including the British Youth Council and Barnardo's. Andrew took on senior communications roles in some of the world's most high profile organisations, including News International where he was deputy director of corporate affairs and the BBC where he was head of corporate and public relations. Andrew has been director of communications for three organisations: Arts Council England, Defra and the Foreign and Commonwealth Office.

Winners

Best corporate website: FTSE 100

Gold – WPP and Superunion

Silver – Burberry and Black Sun plc
Silver – Direct Line Group and Black Sun plc
Bronze – Legal & General and Superunion

Best corporate website: FTSE 250

Gold – Dairy Crest and Luminous

Silver – Halfords Group plc and Jones and Palmer

Best corporate website: AIM or Small Cap

Gold – U and I Group plc and Gather London

Silver – Sound Energy plc and Jones and Palmer
Bronze – Superdry plc and Jones and Palmer

Best corporate website: International or Unlisted

Gold – Frontier Economics and MerchantCantos

Silver – Nomad Foods and MerchantCantos

Best printed report: FTSE 100

Gold – Coca-Cola HBC and Black Sun plc

Gold – Mondi and Radley Yeldar

Silver – Legal & General and Superunion
Bronze – WPP and Superunion
Highly commended – Anglo American plc and Salterbaxter
Highly commended – AstraZeneca and Superunion
Highly commended – Taylor Wimpey plc and Black Sun plc

Best printed report: FTSE 250

Gold – Howden Joinery Group plc and Emperor

Silver – Electrocomponents plc and Conran Design Group
Silver – Workspace Group plc and Gather London
Bronze – Derwent London and MerchantCantos
Bronze – St. Modwen Properties plc and Gather London
Highly commended – Drax Group plc and Conran Design Group
Highly commended – Marshalls plc and Design Portfolio
Highly commended – Unite Group and Luminous

Best printed report: AIM or Small Cap

Gold – GCP Student Living plc and Lyonsbennett

Silver – TT Electronics plc and Conran Design Group
Silver – U and I Group plc and Gather London
Bronze – Petra Diamonds Ltd and Design Portfolio
Highly commended – discoverIE Group and Jones and Palmer
Highly commended – Numis Corporation and MerchantCantos
Highly commended – Stock Spirits Group plc and Emperor

Best printed report: International

Gold – Coca-Cola European Partners and Salterbaxter

Silver – Octapharma and Luminous
Bronze – Adecco Group and Black Sun plc
Bronze – En+ Group and Zebra Corporate Communications
Bronze – Nornickel and Zebra Corporate Communications
Highly commended – Gazprom Neft
and Zebra Corporate Communications
Highly commended – Swiss Re and MerchantCantos

Best printed report: Unlisted

Gold – Channel 4 and Emperor

Silver – Virgin Atlantic and Black Sun plc
Bronze – Lloyd's of London and MerchantCantos
Bronze – SUEK and Black Sun plc
Highly commended – Neptune Energy
and FleishmanHillard Fishburn
Highly commended – Reclaim Fund and Instinctif
Highly commended – UK Power Networks and Instinctif

Best online report: FTSE 100

Gold – Burberry and Black Sun plc

Silver – Ocado Group plc and Jones and Palmer
Bronze – EVRAZ plc and Zebra Corporate Communications
Bronze – United Utilities Group plc and Jones and Palmer
Highly commended – Schroders and Black Sun plc
Highly commended – Taylor Wimpey plc and Black Sun plc

Best online report: FTSE 250

Gold – G4S plc and Black Sun plc

Bronze – Dechra Pharmaceuticals plc and Jones and Palmer
Bronze – Halfords Group plc and Jones and Palmer

Best online report: AIM or Small Cap

Gold – Henry Boot plc and Jones and Palmer

Silver – Trifast plc and Jones and Palmer
Bronze – Inland Homes plc and Jones and Palmer
Highly commended – Aris Bioscience plc and Jones and Palmer
Highly commended – Severfield plc and Jones and Palmer

Best online report: International

Gold – SIG Combibloc and MerchantCantos

Silver – Pfizer and Superunion
Bronze – Adecco Group and Black Sun plc
Bronze – SUEK and Zebra Corporate Communications
Highly commended – Alibaba and MerchantCantos
Highly commended – Gazprom Neft
and Zebra Corporate Communications
Highly commended – RusHydro
and Zebra Corporate Communications

Best online report: Unlisted

Gold – Deloitte and Pepper Digital

Silver – UK Power Networks and Instinctif

Best CSR or ESG report

Gold – HSBC and Superunion

Gold – Rentokil Initial plc and Carr Kamasa Design

Silver – Mondi and Radley Yeldar
Bronze – Kier Group plc and CPL (Cambridge Publishers Ltd)
Bronze – Rio Tinto and Black Sun plc
Highly commended – Alibaba and MerchantCantos
Highly commended – Taylor Wimpey plc and Black Sun plc

Best meeting

Gold – Poste Italiane and Bladonmore

Bronze – Schroders and MerchantCantos

Best M&A communications

Gold – DS Smith and MerchantCantos

Silver – Uber-Careem and Bladonmore

Best IPO communications

Gold – Farfetch

Silver – AJ Bell and Instinctif

Most effective crisis communications

Gold – En+ Group

Best use of digital media

Gold – Post Office and Lansons

Silver – Hays and Posh Gecko

Annual report of the year

Winner – Coca-Cola HBC and Black Sun plc

Best in-house corporate & financial communications team

Winner – Ageas

Best IR agency or PR consultancy

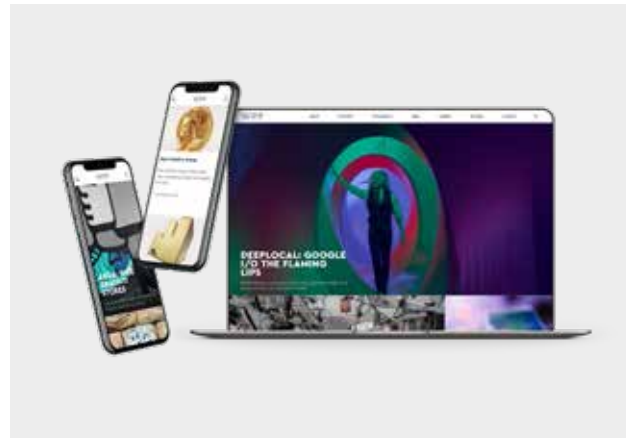
Winner – Bladonmore

Best corporate website: FTSE 100

Gold – WPP and Superunion

Global communications behemoth WPP had new leadership and a new strategic direction for the business. Its previous website did not adequately represent this new direction, giving the impression of an old-fashioned group of disconnected individual companies. Among a host of new developments, the site, developed by Superunion, included an adaptive homepage that allows for the page layout to be reshaped and restructured to allow WPP to communicate effectively in a constantly changing environment.

Judges found the site visually compelling and easy to navigate. "Faced with the challenge of reinventing the company's corporate positioning following a difficult time, WPP's new website represents the company as a dynamic, energetic and creative," said one of the judges. Another added, "It's a brilliant shop window for this global creative agency."



Silver – Burberry and Black Sun plc

The goal for luxury brand Burberry's corporate website was to reflect the strategic transformation and rise to the challenge of stakeholder scrutiny through an evolving narrative. It worked with Black Sun to deliver "an eye-catching site which combines striking product and historical imagery with simple but accessible presentation of key data," according to one of the judges.



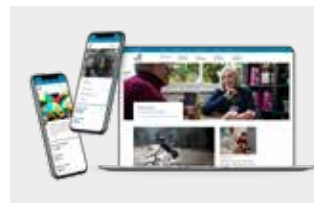
Silver – Direct Line Group and Black Sun plc

Insurer Direct Line Group worked with Black Sun to revitalise its corporate website, overhauling its creative approach, messaging and structure, and enhancing the usability of the underlying platform. One judge said, "The navigation is clear, and the site feels clean and uncluttered - impressive considering the range of brands it brings together."



Bronze – Legal & General and Superunion

The goal for insurer Legal & General was to use its new website to differentiate itself from other financial services providers by demonstrating its social purpose. As one judge said of the Superunion design, "The company's purpose was well managed with very clear execution of telling the story of inclusive capitalism."



Best corporate website: FTSE 250

Gold – Dairy Crest and Luminous

Over the past two years, Dairy Crest has transformed itself from a traditional dairy business to an innovative food manufacturer. However, its existing website reflected the legacy business and did little to communicate its new strategy.

Luminous helped Dairy Crest to define audience objectives and business requirements through a series of stakeholder interviews. This knowledge was consolidated into a strategy focused on delivering the best outcomes for its audience groups, including investors, media, customers and retailers, consumers, farmers and suppliers, employees and potential new recruits.

The team then developed user journeys to maximise accessibility per audience group based on their objectives and online behaviour. It developed an information architecture and sitemap which strategically structured key content touchpoints across the site.



Silver – Halfords Group plc and Jones and Palmer

The website redesign of Halfords – a UK motoring, cycling and leisure services retailer – dovetailed with the announcement of its new strategy and a Capital Markets Day presentation. As a result of the upgrade by Jones and Palmer, the website recorded excellent engagement which helped to improve understanding of Halfords position within a difficult retail sector.



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Best corporate website: AIM or Small Cap



Gold – U and I Group plc and Gather London

U and I is a property developer and investor dedicated to community-focused regeneration projects. Gather was appointed to develop a new corporate website, leveraging the company's brand and distinctive narrative. Content needed to be more interactive with better navigation to improve user experience and showcase the company's portfolio. In particular, the content had to work for multiple audiences on multiple devices or browsers.

"Fresh-looking design with great content presentation," said one judge. "I specifically like the way their projects are presented – both content- and design-wise." Another added, "Really met the objectives well of interactive, engaging content and intelligent navigation." Judges thought the resulting site was a clear winner, with an information architecture and user experience that outshone the company's AIM status.



Silver – Sound Energy plc and Jones and Palmer

Oil and gas exploration company Sound Energy worked with Jones and Palmer on a website that enabled regular, accurate shareholder updates with company information that was accessible and engaging for those unfamiliar with its investment proposition. "The videos are useful given the remote nature of the business," said one judge. "Good innovations and decent results," added another.



Bronze – Superdry plc and Jones and Palmer

Jones and Palmer was tasked with creating a clear user journey on fashion retailer Superdry's new website – one that worked for multiple audiences – and used landing page panels that linked to relevant content. One judge said this showed "good results with an understanding of the implementation challenges faced."

10

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Best corporate website: International or Unlisted



Gold – Frontier Economics and MerchantCantos
 Building on a freshly created brand strategy and narrative, European consultancy Frontier Economics' visual identity was reimagined and brought to life through a multilingual company website and a series of people-focused films. The CMS-driven site, developed by MerchantCantos, is editorial in style and uses illustration to bring out the quirky side of the business and its people. The site's structure, content and functionality were defined based on analytics and user input to optimise the experience for its primary target audiences: job seekers, prospective clients and existing clients, plus a series of secondary audiences.

The new site positions Frontier as a leader in the big economic questions facing business, government and society. It also supports the consultancy's new business efforts, profiles its people and geographic presence and makes it an attractive employer.



Silver – Nomad Foods and MerchantCantos
 Despite being Europe's largest frozen food company, Nomad's fragmented digital presence was causing confusion among stakeholders. It turned to MerchantCantos for a new digital brand identity and a unified responsive website, which were created to better explain Nomad's position in a growth sector, while meeting the regulatory requirements of an NYSE-listed business.

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Best printed report: FTSE 100

Gold – Coca-Cola HBC and Black Sun plc

Coca-Cola HBC, a bottling partner for the Coca-Cola Company, employed Black Sun to develop its reporting communications. Through innovations in the content, structure and design of its integrated annual report, the company wanted to showcase how it considered stakeholder decision-making and the role that plays in helping the company grow. The company added a new spread that identified each stakeholder group, the key issues and why and how the company engages with them.

The judges agreed that in terms of stakeholder reporting, this submission really stood out. "Very strong, integrated report, which addresses all stakeholders in good measure," said one. Another added, "I liked the stakeholder focus and how it built a strong link between the role of the board and governance and the strategic developments and performance of business in the year."



Gold – Mondi and Radley Yeldar

Mondi, a global packaging and paper specialist, worked with Radley Yelder to tell an authentic story that gives a balanced overview of performance, and insight into the group's approach to strategy, governance and creating value. The report ensured there was a consistent narrative with clear linkages between sections.

Mondi's approach to sustainable development is core to its success, so performance related content is integrated across the report.

It was the linkage between the strategy, KPIs and relationships that impressed judges. "Mondi's objective to focus on getting the basics right was truly reflected in their reporting," praised one. Another added that the report was "a very clear, engaging and integrated presentation of the group's strategy, business model, risks and performance with recognition of the importance of stakeholders."



Silver – Legal & General and Superunion

The focus for insurer Legal & General's report was to showcase the collaborative approach that each of its individual business areas take, referred to as 'ecosystems.' "Clear linkages throughout the report that enhance the experience for the reader and reflect the approach L&G takes through its operation," said one judge of the Superunion-designed report.



Bronze – WPP and Superunion

Global communications behemoth WPP tasked Superunion to bring together visually striking design with thoughtful content to ensure critical investor information was delivered in a clear, accessible and engaging way for multiple stakeholder audiences. "A well-designed report that felt authentic to the group and their business," said one judge.



Highly commended – Anglo American plc and Salterbaxter

Highly commended – AstraZeneca and Superunion

Highly commended – Taylor Wimpey plc and Black Sun plc

CORPORATE CONTENT AWARDS 2020



Entry deadline 4 October 2019

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Best printed report: FTSE 250

Gold – Howdens Joinery Group plc and Emperor

Howdens, a UK manufacturer and supplier of fitted kitchens, appliances and joinery products, wanted to increase both the detail and the clarity of the strategic content in its report, as well as increasing the visibility of links between purpose, culture, business model, strategy, KPIs and results.

Judges lauded Howdens' commitment to a distinctive illustrative style throughout the report. "I was impressed that the entry includes a comment from an analyst speaking highly of the report, evidencing the style and content resonates with that important target group," said one. "All in all, a very impressive annual report – well done!" They thought the use of storytelling and imagery brought the firm's story to life. Emperor's ability to balance serious content with a lively presentation of data and visual style made this entry the standout winner.



Silver – Electrocomponents plc and Conran Design Group

Global industrial and electronics distributor Electrocomponents worked with Conran Design Group to employ two colours and strong typography to support its theme of 'Becoming first choice'. "One of my top two reports," said one judge. "Well done for keeping it concise... love the bold type and block colours that made reading and skimming much easier to navigate."



Silver – Workspace Group plc and Gather London

One highlight of real estate investment trust Workspace Group's report by Gather was a 'board in action' feature, which showcased the effectiveness of its strategy and stakeholder engagement. As one judge said, "The bold, visual, almost coffee-table arthouse design of this report set it apart – it had a very strong, digitally engaging edge to it."



Bronze – Derwent London and MerchantCantos

Eye-catching illustration and typographic elegance in the diagrams illustrate the strategy and other complex data in Derwent's MerchantCantos-developed report. "It was clear on each challenge and how it addressed them," said one judge. "Sketch drawings were a change from the norm and engaging."



Bronze – St. Modwen Properties plc and Gather London

Property developer St. Modwen's report, designed by Gather, featured a 'stakeholder value creation' infographic, which explains how the company formulates its strategy and creates value for all its stakeholders, including its employees. One judge said, "The printed report uses a clear visual thread throughout which helps with engagement. Good use of case studies and visually unique."

Highly commended – Drax Group plc and Conran Design Group

Highly commended – Marshalls plc and Design Portfolio

Highly commended – Unite Group and Luminous

Best printed report: AIM or Small Cap

Gold – GCP Student Living plc and Lyonsbennett

GCP Student Living plc is a UK real estate investment trust. Its fund manager, Gravis, had recently undergone a rebrand, so GCP's report included the parent brand's colour palette and recognisable font to complement the website, factsheets and presentations. It aimed for a coffee table feel: A4 size with heavy, textured paper, rich colours and thread-sewn binding.

"My favourite," gushed one judge. "Beautiful and well-crafted photography. I loved the minimal colour and paper choice – this stood out from all the others." The other judges agreed the Lyonsbennett report was the pick of the bunch. "It really brings the corporate story to life in a compelling way. Design devices, such as divider pages and maps, help the reader navigate the report. And there are good proof points in the results section, tied to the business ambitions of the company," says one judge.



Silver – TT Electronics plc and Conran Design Group

Conran Design Group's brief was to develop a document that reflected TT Electronics' progress and potential, communicating the broader benefits of its technology and products and show how they are used in a real-world context. "A strong submission with strong use of graphics and imagery," said one of the judges



Silver – U and I Group plc and Gather London

Property developer U and I Group wanted its report to leave the impression that the business has creative ideas, a clear set of values and a leading approach to regeneration. One judge said of Gather's effort, "A dramatic publication with very high production values and striking, almost artistic, use of imagery."



Bronze – Petra Diamonds Ltd and Design Portfolio

A bespoke photoshoot was organised across southern Africa for Petra Diamonds' annual report crafted by Design Portfolio, and the photos are used throughout the report to show the localisation and integration of Petra into its regions as well as the breadth of its work. "Well designed, both in terms of the content and the report itself," said the judges.



Highly commended – discoverIE Group and Jones and Palmer
 Highly commended – Numis Corporation and MerchantCantos
 Highly commended – Stock Spirits Group plc and Emperor

Best printed report: International

Gold – Coca-Cola European Partners and Salterbaxter

Coca-Cola European Partners (CCEP) is the world's largest independent Coca-Cola bottler by revenue. CCEP's colourful, hefty, 200-page report needed to coordinate the inputs of a wide group of contributors, which it achieved through ongoing collaboration. Integrated visual identity elements and multichannel language consistency emphasise the importance of sustainability, complemented by detailed sustainability reporting on its website.

"I loved this," said one judge. "Great design and use of infographics, very clear on products and what they do, and I liked the conversational style of the interview with the execs." Others agreed the Salterbaxter report was the standout among a strong shortlist. Clear messaging from CCEP helped tackle difficult messages around climate change and sugar consumption in an open and compelling way.



Silver – Octapharma and Luminous

As a manufacturer of human proteins, Octapharma's report serves as a key communication tool. It offers financial results and details about research, production, sites and offices, and activities to enable healthcare professionals around the world. "Clear, approachable design, concise and easy to digest information," said one of the judges of the Luminous-designed report.



Bronze – Adecco Group and Black Sun plc

Building on the success of existing senior manager Q&As, workplace solutions provider Adecco worked with Black Sun to incorporate insights from a country, regional and brand-level CEO, to demonstrate how its strategy is being activated throughout the business. One judge called it a "very engaging report with a strong digital-design ethos running end to end."



Bronze – EN+ Group and Zebra Corporate Communications

Aluminium producer EN+ Group used its report to guide the reader through the major events leading to the lifting of OFAC restrictions and explain its updated corporate structure. The judges agreed Zebra Corporate Communications had crafted a well-structured report. "It showcased challenges and strategy very well, as well as its commitment to innovation," said one.



Bronze – Nornickel and Zebra Corporate Communications

For its latest report, Russian miner Nornickel worked with Zebra to convey the global context in which it implements its strategy, including the achievement of essential ESG components and core KPIs. As one judge said, the report showed "imaginative and engaging presentation of core company data in a specialist market."



Highly commended – Gazprom Neft and Zebra Corporate Communications
 Highly commended – Swiss Re and MerchantCantos

Best printed report: Unlisted

Gold – Channel 4 and Emperor

Public service broadcaster Channel 4's report uses a new visual brand, contrasting sections in black and white versus full colour, bold typography and a pull-out strategy section to deliver a highly individual document. The pull-out section places CEO Alex Mahon's new strategy at the heart of the report, which articulates what inspires, guides and drives the business.

Judges thought the approach taken by Emperor helped to highlight the organisation's new strategy and leadership while clearly communicating key objectives. One judge said, "I liked the design of the report and it's engaging style and colour palette. I felt the focus of each section on the ambitions and progress in the year, supported by case studies, was very good and the breadth of performance metrics in general was impressive."



Silver – Virgin Atlantic and Black Sun plc

Virgin Atlantic's report, designed by Black Sun, emphasises key messages concerning the incoming CEO, new strategic initiatives and partnerships, drawing on the brand's image library to aid storytelling around the ways the airline is expanding its customer proposition. "Clear communication of values and strategy," said one judge. "Easy to follow and strong focus on people."



Bronze – Lloyd's of London and MerchantCantos

By splitting off the messaging and thematic content into a separate discretionary business review, insurance marketplace Lloyd's of London tasked MerchantCantos with creating a more focused reporting suite, providing an effective platform for communicating performance. "I liked the appreciation of two different audiences and the split of booklets," commented one judge.



Bronze – SUEK and Black Sun plc

SUEK's sustainability section includes a detailed infographic that illustrates the coal producer's focus on contributing to social and economic development and elaborates on how it evaluates potential environmental issues at all stages of business. One judge said, "Impressive and comprehensive report that felt like it could stand toe-to-toe with its quoted competitors."



Highly commended – Neptune Energy and FleishmanHillard Fishburn

Highly commended – Reclaim Fund and Instinctif

Highly commended – UK Power Networks and Instinctif Partners

Best online report: FTSE 100



Gold – Burberry and Black Sun plc

Burberry's online report needed to deliver the key messages of the printed report in a format that was engaging and succinct, while showcasing the brand's transformation. The design needed to reflect the new creative direction and display key messages in a concise visual manner.

Black Sun was also tasked with reaffirming Burberry's commitment to responsible business practices by explaining its agenda and progress. Judges lauded the high-end, magazine-like feel of the report and applauded the use of beautiful layouts and interactive elements with transparent financial and environmental information.

One judge said, "I loved that the navigation design was one straightforward page with pop up sections that never took you away from the one journey path." Another added that "everything was presented in one page in a stylish and engaging way."

Silver – Ocado Group plc and Jones and Palmer

A key challenge for online grocer Ocado was to publish in full HTML and sign-off for print simultaneously on the day of the report's announcement. But it was one that it achieved through a well-designed workflow and collaborative relationship with Jones and Palmer. One judge said this led to a "very strong translation of report into an online format – engaging and visual."



Bronze – EVRAZ plc and Zebra Corporate Communications

The aim of global steel and mining company Evraz's report was to educate stakeholders and achieve a clearer understanding of the company's role among the global economy and in infrastructure projects. "Bold and innovative design," said one of the judges of the Zebra-crafted report. "Solid and engaging," added another.



Bronze – United Utilities Group plc and Jones and Palmer

Water company United Utilities worked with Jones and Palmer to make its report more interactive by adding bespoke functionality to certain sections, make it responsive for mobile devices and implement a more engaging design. One judge said, "Nice year-on-year graphs and interactive click-throughs." Another applauded the use of engaging graphics and video elements.



Highly commended – Schroders and Black Sun plc

Highly commended – Taylor Wimpey plc and Black Sun plc

Best online report: FTSE 250

Gold – G4S plc and Black Sun plc

G4S tasked Black Sun with crafting an online report that was dynamic, simple and user-focused. A single page scrolling structure keeps all content easily accessible while extensive downloads and external links provide visitors with greater detail. A bespoke feature, 'G4S at a glance,' included three tabs at the top of the report to articulate succinctly the company's purpose and values.

Judges lauded the use of video content and a centralised download centre, as they helped make the report more accessible and interactive. One judge said, "Having the ability to download bespoke elements was a real strength, as were the videos, which provided more depth and colour to the group performance." Another judge added, "Well presented integrated report with clear and simple navigation. The responsive design means consistent user journey across all devices. Well done!"



Bronze – Dechra Pharmaceuticals plc and Jones and Palmer

For Dechra's report, Jones and Palmer summarised key content using interactive sliders and took full advantage of signposting and linkages between sections within the report and among its content. "An engaging and interactive way to present the content of the annual report," said one of the judges.



Bronze – Halfords Group plc and Jones and Palmer

The full HTML, mobile-friendly report by UK motoring, cycling and leisure services retailer Halfords was designed by Jones and Palmer to be a reference tool for all stakeholders to access specific content wherever they were. One judge said, "The report was easy to find on the website, well laid out and with a good choice of font and colour schemes."



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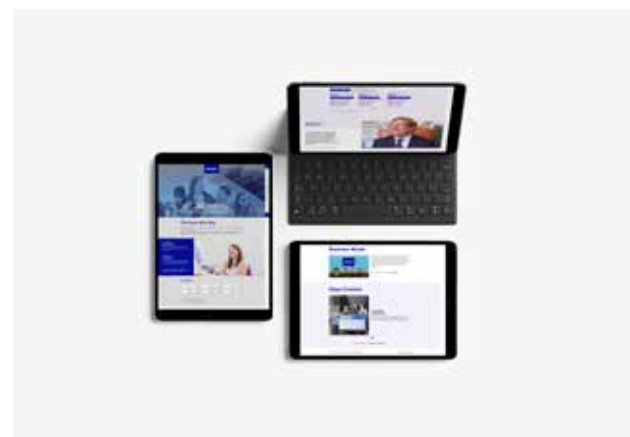
www.deloitte.co.uk/crisisandresilience

Best online report: AIM or Small Cap

Gold – Henry Boot plc and Jones and Palmer

The objectives for real estate developer Henry Boot's report included an articulation of the company's culture, adding a strategy section and providing more context to its business model and structure. It also made the 'year in review' section more engaging by creating a unique animated banner to complement the business model. The Jones and Palmer-designed report was made to be responsive.

Judges praised the report for its simplicity and accessibility, impressed by the ability of imagery and case studies to add depth. One judge said this was a "simple and effective online report that clearly conveys the company's purpose and values, then provides more information which allows the user to have a more considered view as to whether they stay online or download the report."



Silver – Trifast plc and Jones and Palmer

For fastenings engineer and manufacturer Trifast, its online report needed to find a balance between celebrating its 45th anniversary and demonstrating its current investment-driven growth story. Jones and Palmer achieved this overall objective by creating a simple scrolling page. "Clear navigation and concise presentation of content," said one judge.



Bronze – Inland Homes plc and Jones and Palmer

Inland Homes' report featured a new colour palette and a refined business model section, plus new pages like the 'year in summary.' Through these, Jones and Palmer ensured information was accessible and engaging. "Presentation of key strategic report elements is good," commented one judge. "Arguably the cleanest and most engaging of the long-form reports," said another



Highly commended – Arix Bioscience plc and Jones and Palmer
Highly commended – Severfield plc and Jones and Palmer

Best online report: International



Gold – SIG Combibloc and MerchantCantos

As a recently listed packaging business, SIG Combibloc's report needed to present the company to investors and other stakeholders for the first time. It also needed to develop a visual representation of the company's business model that shows how SIG fits into the food and beverage value chain, while developing a theme that emphasised the strong growth story at the heart of the business.

The judges were unanimous in their choice of the winner in this category. The difficult challenges and clear solution – including a responsive website and transparent copy – helped SIG Combibloc and MerchantCantos achieve gold. "Strong challenge as a newly listed company and good that the strategy is digitally led, which flows through the whole entry and the outcomes of their report," said one judge. "I like the fresh look and layout, a good example of a great inaugural annual report."

Silver – Pfizer and Superunion

Superunion has worked with Pfizer since 2015 to enhance its approach to integrated reporting. Last year's report focused relentlessly on creating simple, intuitive user experiences to bring Pfizer's stories into sharp, vivid focus. "I liked the use of mixed media and social media-inspired small bits of information," said one of the judges



Bronze – Adecco Group and Black Sun plc

Building on the success of existing senior manager Q&As, workplace solutions provider Adecco worked with Black Sun to incorporate insights from a country, regional and brand-level, to demonstrate how its strategy is being activated. "[It's a] good-looking report with great functionality. I also liked the strategy, including the use of social media," said one judge.



Bronze – SUEK and Zebra Corporate Communications

SUEK's integrated report by Zebra Corporate Communications introduces an updated investment case, the company's new line of energy business and its full integration with the coal business, marking significant milestones for SUEK Group. One judge said, "Clearly identified messaging to drive the report, decent online presentation and strong results growth."



Highly commended – Alibaba and MerchantCantos

Highly commended – Gazprom Neft
and Zebra Corporate Communications

Highly commended – RusHydro
and Zebra Corporate Communications

Best online report: Unlisted

Gold – Deloitte and Pepper Digital

This Big 4 accountancy firm's report aims to demonstrate how Deloitte makes a meaningful impact for clients, people and society. The Pepper Digital-developed site is a critical employee engagement tool and is used to build its profile with clients and third-party stakeholders. Changes from last year's report included making it a 'user first' digital experience, ensuring it was as easy as possible for the internal and external audience to find the content they were most interested in, while showcasing the stories that Deloitte was most proud of. It also reduced the amount of content, based on page engagement rates from the 2017 report, and focused instead on bite-sized content, stories and infographics.

The content is evergreen, to be repurposed throughout the year, and was designed to be shared across social media. The report is fully responsive for ease of use across multiple devices.



Silver – UK Power Networks and Instinctif Partners

Utility company UK Power Networks' online report uses a combination of rich media and interactive elements. Building on the success of its previous report's graphical representation of the future energy landscape, this year it worked with Instinctif Partners to introduce a highly involving, hyper-real, interactive animation which brings a human perspective to a complex, technical subject.



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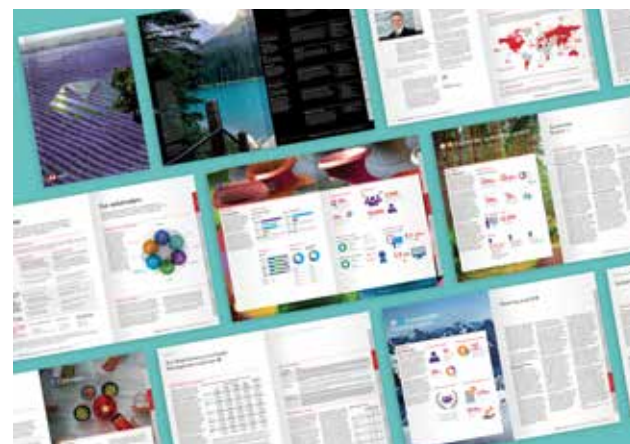
Let's talk about your great ambitions.

Best CSR or ESG report

Gold – HSBC and Superunion

With changing societal expectations, the focus on ESG has continued to increase for investors and other stakeholders. HSBC's ESG update demonstrates the financial services firm's commitment to its ESG ambitions, with a clear structure that focuses on key stakeholder groups, as well as delivering sustainable growth and building a responsible business culture. The judges agreed that the importance of ESG to the business and its strategy is clear, as is progress reporting.

Judges thought Superunion's report clearly integrated ESG into the HSBC business model for an authentic feel. One judge said, "A strong report that, while focused on the traditional ESG pillars did a good job of linking back to their material issues. The narrative was supportive by engaging headings such as 'when things go wrong' and 'acting on feedback' which drew the reader in."



Gold – Rentokil Initial plc and Carr Kamasa Design

Rentokil Initial's global mission – to protect people and to enhance lives – was the core theme for its responsible business report, developed by Carr Kamasa Design. Stories focused on mosquito control in America, public hygiene in Asia and water conservation in South Africa.

Innovations like a digital wrapper, quick access to content and a culture index created with FRC guidance in mind impressed judges. "A nicely designed and engaging report," said one judge. "I liked the link between stakeholders and actions, and how they assist sustainability and SDGs. While it focused on the more traditional areas, it did this well and supported the narrative with examples and performance data." Another added, "Rentokil's reporting showcases leading initiatives such as accessing unclaimed dividends, which is an important and innovative step in ESG."



Silver – Mondi and Radley Yeldar

Global packaging and paper specialist Mondi worked with Radley Yeldar on an ESG report that uses an interactive online format with functionality that aims to provide a more engaging experience. "Mondi's use of articles brings a different dynamic to the report – expanding on key issues in a new and engaging format," said one of the judges.



Bronze – Kier Group plc and Cambridge Publishers Ltd (CPL)

Kier Group's report includes a 'shaping our communities calculator' – a bespoke social value platform that allows the housing contractor to monitor and record the social value it is generating. "I really liked the 'hidden value score' and also the way that the score card aligned 20 priority areas with strategic priorities," said one judge of the CPL-designed report.



Bronze – Rio Tinto and Black Sun plc

In 2018, metals and mining concern Rio Tinto refreshed its sustainability strategy, developing an integrated approach linked to the United Nations' SDGs and ensuring that material sustainability issues are integrated into its overall business strategy. One judge said the Black Sun-developed ESG report was effective and aligned well with the primary annual report.

Highly commended – Alibaba and MerchantCantos

Highly commended – Taylor Wimpey plc and Black Sun plc

Best meeting

Gold – Poste Italiane and Bladonmore

Poste Italiane is Italy's largest employer. It operates 12,800 post offices and delivers 3bn items of mail every year. Bladonmore worked with Poste ahead of its Capital Markets Day in London in March 2019. More than 50 investors and analysts attended the event, which was also webcast to other financial audiences across the UK and continental Europe – as well as to key stakeholders from other areas in Italy.

"Poste Italiane's London Capital Markets Day really demonstrates the value in good preparation and stakeholder engagement," said one of the judges. Others lauded the use of video content to overcome language barriers and offer investors insights into the business. One called it a "very engaging and dynamic" experience, "which brought the business to life and made good use of traditional media and video content."



Bronze – Schroders and MerchantCantos

Project Almond used live video to create a once-in-a-lifetime shared moment for financial services firm Schroders across six continents, reaching viewers all around the globe. "Impressed by the tenacity required to overcome numerous hurdles to get the video streamed live for the group and recorded," said one of the judges.



Best M&A communications

Gold – DS Smith and MerchantCantos

UK-headquartered FTSE 100 packaging company DS Smith launched a bid for Spain-headquartered competitor Europac. MerchantCantos worked with DS Smith through the lifecycle of the deal to produce a range of creative assets to help the company tell its story, employing infographics and social assets to aid simplicity and clarity of messaging.

The core challenge was to acquire Europac in full with 90% of the total shareholding and 90% of the voting rights accepting the deal – no mean feat for a company with a significant retail shareholder base. "The approach to engaging with a key base of investors at a multi-country level amid regulatory changes was well executed," said one judge. Another judge added, "The challenge was clear and the team clearly rose to it, using a range of channels to achieve their goal."



Silver – Uber-Careem and Bladonmore

Bladonmore worked with Uber and its advisers ahead of the US-based digital transportation and logistics company's announcement of the acquisition of its Middle East-based rival, Careem, aiming to create a social media buzz that targeted the region. "A campaign with clearly stated objectives and undeniably outstanding results," said one judge.



Best IPO communications



Gold – Farfetch

The communications programme to support the listing of online luxury fashion brand Farfetch on the NYSE played a critical part in the success of its IPO. It created a clear understanding of the sector in which the company operated, generated a strong belief in the company and its leadership, and developed a sense of excitement about the future of the business and potential valuation.

Prior to the IPO communications, this was a market that was not familiar to investors, nor was it well understood by the media. It was crucial from the outset to educate all stakeholders about the opportunity. And, given the company spans both tech and luxury, it was imperative to persuade potential investors and commentators in each sector. Judges were impressed by the carefully crafted programme designed to communicate the company's purpose to investors who might not have known about the business prior.



Silver – AJ Bell and Instinctif Partners

Instinctif Partners' challenge was to create and execute a communications strategy that would persuade a sceptical financial audience to invest in AJ Bell while helping the company navigate numerous potential reputational pitfalls. Its strategy of creating and executing a large, widespread media campaign focused on a simple story of investment quality proved highly successful.

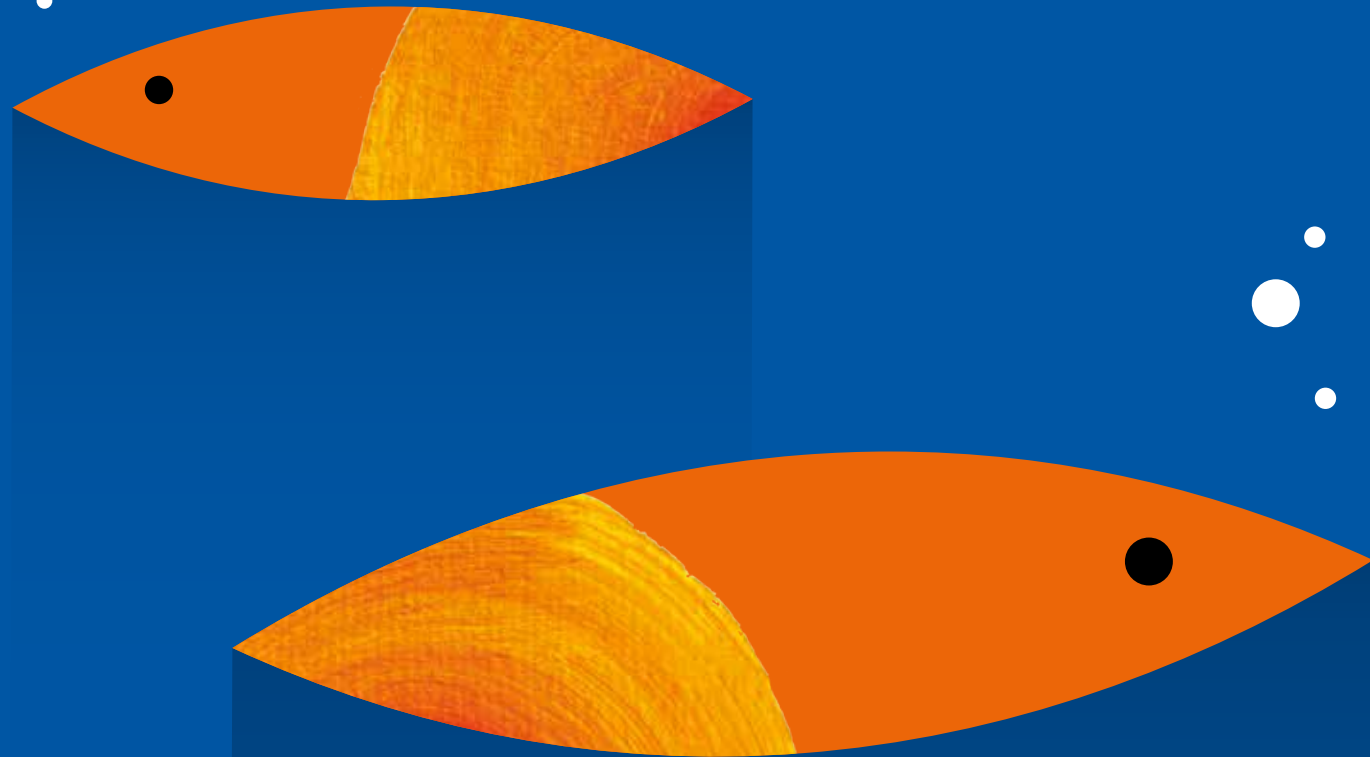
Most effective crisis communications



Gold – En+ Group

On 6 April 2018, the US Treasury sanctioned aluminium producer En+ Group, prohibiting US persons and non-US persons from interacting with the company. This led to unprecedented restrictions on En+, affecting investors' ability to trade the company's securities and constraining the group's interactions with the market, clients and investors. Over the following nine months, the IR team was tasked with creating and executing a communications programme that was capable of supporting En+'s ongoing stability and operations as an employer of 100,000 people.

Limited in the scope of its ability to communicate to the market through standard strategy capable of simultaneously educating the market on the US Treasury's sanctions, as well as the company's developments in negotiating them.



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Best use of digital media



Gold – Post Office and Lansons

As well as being a postal service, the Post Office also offers a range of financial services products, including a legacy of savings accounts going back over 150 years. The company wanted to raise awareness of these products via credible, advice-led content.

The Post Office and Lansons identified a target audience of 13.1m aspiring and wannabe savers to engage via a robust programme of digital media. To do this they worked with a number of influencers and subject matter experts and developed a range of digital assets.

"I do like this piece," admitted one judge. "It had great penetration and used a broader selection of digital tools which is why it was a clear winner to me." Another added, "I liked how digital tools were used, especially in terms of influencers. Well done presenting such a legacy institution to the younger users!"

Silver – Hays and Posh Gecko

Hays' IR team scripted and storyboarded an animated video for investors, which allowed viewers to gain an overview of Hays and its investment case in just over four minutes. "Very good and very entertaining final result which will have even broader utility than originally anticipated," said one of the judges of Posh Gecko's work.

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IN THE WORLD OF DIGITAL REPORTING

Creative

Consultancy

Annual report of the year



Winner – Coca-Cola HBC and Black Sun plc

Coca-Cola HBC, a bottling partner for the Coca-Cola Company, employed Black Sun to help its team develop the business' reporting communications. Through innovations in the content, structure and design of its integrated annual report, the company wanted to showcase how it considered stakeholders' decision making and the role each stakeholder plays in helping the company grow.

It developed the theme 'In Good Company' to convey the mutual benefits realised from its different stakeholder relationships. A new spread was added in the report that identified each stakeholder group, their key issues and why and how the company engages with them. The team worked with Black Sun to commission a global market photoshoot which captures images of all the stakeholders and is used throughout its corporate communications collateral.

The judges agreed that in terms of stakeholder reporting, this submission really stood out. "Excellent stakeholder reporting helped by a strong theme across the report," said one. "Very strong, integrated report, which addresses all stakeholders in good measure," added another.

Additionally, Coca-Cola HBC wanted to integrate its commitment to sustainability throughout the report. A key objective was to communicate that it was replacing its 2020 targets with even more ambitious and impactful sustainability targets. A new spread sets out the old targets and how the company had progressed against them in 2018, then goes on to illustrate the new commitments. Considered narratives and fresh design elements aim to help the reader understand why and how these new targets were introduced.

"The inclusion of UN SDGs and TCFD make this best in class," praised one of the judges. The strong link between the board and the company's strategic developments impressed the judges enough to award Coca-Cola HBC with this year's highly sought after 'Annual report of the year' award.

Great talent wants to work at great companies.

Use content from your employees to attract the best talent.

Best in-house corporate & financial communications team



Winner – Ageas

With a multistakeholder audience, the launch of a new strategic plan and an internal transformation to manage, the six-man in-house corporate communications team at Ageas had its hands full last year. The Belgian insurance company had suffered fallout from the financial crisis, including a settlement that concluded only recently. It has since rebranded and delivered a renewed promise to customers and staff who were invigorated by the company's new direction and focus on its values.

The communications team has responsibility over brand and corporate reputation, media relations, internal communications, social media and digital communications and the oversight of local comms teams across 14 markets. With a direct reporting line to the CEO, it is well-placed not only to communicate change, but to contribute to strategic planning.

This foundation allowed the Ageas comms team to successfully achieve its three-pronged goals. The first of which was the launch of the company's three-year strategic plan, Connect21, to an audience of internal decision makers, the media and investors. The event told a clear story about the business' trajectory. The successful communication of the business plan also helped reaffirm Ageas' newly rebranded values to its internal audience.

In finalising the Fortis Settlement, the communications team set about regaining financial trust and rebuilding confidence internally, giving the company a fresh start. To overcome the challenge of negative sentiment, the team focused on the message of things moving forward and improving. It was open and transparent and avoided dwelling on the past, putting forward the idea that things can only improve for the company.

Finally, Ageas refocused on its internal audience. With a rebrand and the update of its values on the books, the comms team was responsible for ensuring these were embedded across the company's 14 local teams. To do this, it gave local communicators the agency to be creative, while setting the tone from the corporate headquarters.

These achievements made for an eventful and impressive year for Ageas. Its ability to manage crisis, transformation and corporate relations with ease makes it this year's 'Best in-house team.'



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Best IR agency or PR consultancy

Winner – Bladonmore

This time last year, Bladonmore might not have been named the winner of this year's 'Best PR agency of the year' award. But this year has seen a host of changes that have put the consultancy into a stronger, more capable position than it has ever been in before. Transformed from a company that was well-loved by existing clients and virtually invisible to prospective clients and employees, Bladonmore is poised on the brink of a new era.

In April 2018, Bladonmore appointed Richard Carpenter managing partner, ushering in the beginning of a year of transformation. Carpenter set about rebuilding the agency from the inside out, while shoring up relationships with clients and increasing awareness of the company among prospective clients. Key hires and a reorganisation of the hierarchy helped improve staff engagement. Similarly, a move into a new office space, and the investment in editorial and content-creation spaces has helped Bladonmore focus on culture and team-building in a way that it never had before.

High client retention had helped Bladonmore achieve a solid yearly turnover and increase its business from the US and Middle East. But, with services that sprawl from content creation to brand development to traditional financial and corporate PR and reputation management, Bladonmore needed to clarify its offer. It did so with a rebrand of its own, redefining its practice areas and deploying the new visual identity across its website, office space and print assets. This not only boosted its profile among potential clients, but encouraged greater engagement within the business.

In redeveloping the brand, refocusing on the internal culture, shoring up existing client relationships and improving awareness among potential clients, Bladonmore has utterly transformed its business in the short space of a year.



"The professionalism of the podcasts and how Russell and his team conducted themselves at the event was noted by many senior leaders at Microsoft and we wouldn't hesitate to work with him again."

- **Victoria Oakes**, Head of Digital Destinations & Storytelling, Microsoft UK

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